

19 January 1981

MEMORANDUM FOR: Mr. John Bross

SUBJECT: The Senior Review Panel

1. As you requested, there follows a brief statement on improving the Panel's effectiveness and value to the DCI. These proposals are designed to enhance the Panel's role in improving the quality and usefulness of intelligence analysis, maintain flexibility, and ensure minimum interference with intelligence production. The main present problem is to enhance the usefulness of the Panel's contributions. Our discussions with you have explored a number of ways to accomplish this.

2. We believe that there is continuing value in the basic concept of an off-line Panel--with members drawn from diverse backgrounds, policymaking experience, and professional specialization--to provide an independent, collegial, and substantive review of major intelligence products of the Community and NFAC. The Panel should continue to focus on such essential questions as:

a. Do the drafts point up the issues in a form most useful for policymakers--including an assessment of alternative probabilities and their policy implications?

b. Does the analysis provide balanced coverage of the critical issues and of all relevant aspects?

c. Are differences in expressed views merely apparent or genuine; if the latter, are they sharply defined and well presented?

d. Is adequate use being made of qualified outside advice?

3. The Panel endorses your proposal that it continue to carry out its present basic role, but be made directly accountable to the DCI and placed organizationally in his

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office. This change would substantially enhance the Panel's influence within CIA and the rest of the Intelligence Community.

4. Under the above concept:

a. The Panel would have direct access to the DCI and his deputy when and as necessary.

b. The Panel would continue to maintain a close relationship with the Deputy Director for National Foreign Assessment and the National Intelligence Council and would continue direct contacts with NIOs, Office Directors and other key officers.

5. In addition, the Panel would be available to perform other significant functions as described in its current Charter (copy attached), and any new tasks directed by the DCI. The Charter itself should be appropriately revised and published as a DCI Directive.

6. The present size of the Panel--four members--is appropriate and adequate for the tasks visualized at this time. However, the Panel should have the latitude to bring on ad hoc members for specific projects. The staff of one executive assistant and two secretaries is sufficient at present. Any significant change in the Panel's role and functions might necessitate reconsideration of these matters.

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Attachment:

Charter dated 11 Dec 78 (NFAC 1-5)

NFAC NOTICE  
NO. 1-5

NFAC N 1-5  
11 December 1978

### CHARTER FOR REVIEW PANEL

1. There is hereby established a full-time Review Panel in the Office of the Deputy Director for National Foreign Assessment (DD/NFA). The Panel will consist of such members as the Director of Central Intelligence (DCI) may appoint. It will be provided with a Secretariat and necessary administrative support by the National Foreign Assessment Center (NFAC).

2. The role of the Panel is to provide an independent, collegial, and substantive review of major intelligence products of both the Intelligence Community and the National Foreign Assessment Center, with a view to improving the usefulness of those products to US Government policymakers.

3. For this purpose the Review Panel shall:

- a. Assist the DD/NFA and the DCI in reviewing major upcoming products at appropriate stages in their preparation.
- b. Conduct post-audits of finished intelligence and production processes on its own initiative or at the request of the DCI or DD/NFA.
- c. Assist the DD/NFA in the overall planning of intelligence production and the allocation of analytical resources.
- d. Provide the DCI and the DD/NFA with such recommendations as the Panel deems appropriate, from time to time, for the improvement of the overall intelligence process.
- e. Undertake such special studies or reviews as the DCI or DD/NFA may direct.

4. In performing its functions, the Panel may interact with other evaluation efforts, internal and external to the CIA, designed to appraise the intelligence process, the quality of its production, and the extent to which the intelligence needs of the Government are being met. For this purpose, the Review Panel may informally survey senior policymaker reactions to intelligence products.



Robert R. Bowie  
Deputy Director  
National Foreign Assessment

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